

DMR Agency Diversity Plan for Fiscal Year 2002/2003

Agency: Department of Mental Retardation

Secretariat/Department: Executive Office of Health & Human Services

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Agency's Diversity Vision: The Department of Mental Retardation is aware of and respectful to differences among its staff and those whom it serves. DMR maintains an organizational structure and environment that respects, supports and values individuals, their families, all employees and other interested parties. Respect and the valuing of differences in race, culture, religion, age, sexual orientation, gender, marital or parenting status, national origin, language, veteran status, economic background or disability are integral to the DMR structure and environment and makes the Department more welcoming to those we support. The Department of Mental Retardation promotes and supports diversity through its hiring practices and through education and training in order to effect positive change in our service delivery, policies and practices. The Department of Mental Retardation continually works to create an environment that reflects, is sensitive to, and values diversity.

Agency Mission: The Department of Mental Retardation is the state agency entrusted with providing services to its citizens with mental retardation. Our mission is to continuously improve services to all diverse constituency groups in the most effective and equitable manner. In addition we are responsible for treating all of our employees with respect, dignity and appreciation for the invaluable services they provide to our population.

Agency Diversity Goals

Goal #1

Develop current workforce by building group communication, interpersonal and cross-cultural skills to enable the agency to continue to provide quality services.

Strategy: Through strategic management, assess agency's current skill levels and address deficiencies.

1.1 Align training programs.

1.2 Mentoring programs.

1.3 Implement consistent human resource practices.

1.4 Bring together members of the three professional and managerial groups of color at least twice a year (Latino, African American and Asian/Pacific Islander) for professional development opportunities and to advise the Commissioner's Diversity Council.

1.5 Convene groups for employees with disabilities and gender identified employees and any interested employee group to provide support and networking for those employees and enable these employees to provide input and advice to the Diversity Council.

Measures: Assess the skill levels of agency staff. Monitor the promotional opportunities of all staff to assure equality of access. DMR will assess the promotions by demographic category on an annual basis.

Goal #2

Retain a workforce in DMR that reflects the diversity of the Commonwealth's population.

Strategy: The Department of Mental Retardation will develop and implement a plan for retention with observable and measurable retention strategies.

2.1 Design mentoring programs for staff who are identified as high potential employees.

2.2 Utilize career development plans to outline skill development.

2.3 Use the MPRS system to insure that managers are attending diversity training and are taking steps to insure that they retain and recruit a diverse staff.

2.4 Use the EPRS system to insure that supervisors and employees are attending diversity training and are taking steps to insure that they retain and recruit a diverse staff.

2.5 Develop a bulletin board, newsletter or other means of communication for all employee groups and for all job categories.

2.6 Communicate to all employees the overall organizational structure of DMR, including different departments functions and responsibilities. Information should be ready available and accessible.

2.7 Develop an informal internal referral system by requesting from current DMR employees potential candidates that builds on the diverse employee population that already exists within the agency. Maximize their internal referrals to human resources.

2.8 Form a focus group for the Deaf and Hard of Hearing to review communication barriers.

Measures: Maintain or decrease voluntary turnover rates in general and for diverse groups in particular. DMR will determine this by an annual review of the agency staff by demographic profile which tracks voluntary separations.

Goal # 3

Increase awareness of Diversity over the next 2- 3 years via diversity training and facilitated discussions.

Strategy: Through diversity training the agency will encourage sensitivity, awareness and tolerance of the diversity that exists within the agency and increased competence in working with diverse individuals and families.

3.1 Assess agency training needs with agency staff who have gone through HRD Diversity training.

3.2 Conduct diversity trainings for all staff by June 2005 with 1500 in FY03, 3000 in FY04 and 3000 in FY05.

3.3 Insure executive staff participation in diversity training.

3.4 Coordinate agency's diversity goals through DMR's Diversity Council.

3.5 The Diversity Council will receive input from the regional diversity committees so that there is alignment between the agencies' diversity goals and the regional diversity committee goals.

3.6 Assess current workforce issues that may impact recruitment or retention by connecting with the networks of all interested employee groups.

3.7 DMR staff who have been trained to date will introduce the Governor's Diversity Training curriculum to the Diversity Council.

3.8 Develop a zero-tolerance policy that the department will ensure that the employees and individuals we serve feel safe.

Measures: Knowledge of diversity is increased and the number of employees trained in diversity is substantial. DMR will determine this by tracking attendance at trainings and by pre and post assessment of staff on diversity knowledge and skills.

Goal #4

Over the next 18 months the DMR will continue to recruit a workforce that reflects the diversity of our population.

Strategy:

4.1 DMR will provide benchmarks to assist in assessing diversity needs and progress, specifically percentage of managers, senior staff, executive staff, and professionals by demographic category for areas, regions, central office, developmental centers and the state in achieving a truly diverse workforce.

4.2 DMR will provide data on expenditures of M/WBE providers by state, region, area, central office, and developmental centers.

4.3 DMR will provide data on all employee group promotions and the percentage by employee group of all MPRS ratings for the past 3 years by area, region, developmental centers and central office.

4.4 Actively participate in diversity career fairs.

4.5 Partner with DSS on its foster youth program.

4.6 Develop a partnership with the Massachusetts Rehabilitation Commission and with Massachusetts Commission for the Deaf and Hard of Hearing.

4.7 Continue work with the Urban Youth Collaborative to improve recruitment strategies with this group.

4.8 Transfer knowledge and experience gained from work with the Urban Youth Collaborative to DMR providers and area offices, state-operated programs, regional offices and developmental centers.

4.9 Convene a meeting comprised of Commissioner's meeting members and the three professional/managerial employee groups of color to strategize on improving diversity in DMR.

4.10 DMR will compare its workforce demographic profile with the state census to determine where parity is achieved or not achieved.

4.11 If possible convene a Diversity Conference FY02 or FY03.

Measures: Increase representation of designated employee group members in management and professional positions via hirings, transfers, promotions and reallocations. DMR will determine whether this has been achieved by conducting an annual review of staff demographics by state, region, area, and by level and function.

Goal #5:

Develop partnerships with families to improve service delivery and foster a mutually respectful environment leading to a continually increasing capacity to provide better care to those we serve.

Strategy:

5.1 Include families from different cultures through strategic planning.

5.2 Print literature in different languages.

5.3 Continue family support initiatives.

5.4 Provide diversity training opportunities for family members.

5.5 Provide interpreters to increase communication access.

Measures: The needs of families from different cultures are addressed and family support programs are successfully implemented. DMR will assess the satisfaction level of DMR families via annual surveys.

What is your diversity training strategy for both management and employees? *(If you are utilizing a vendor to deliver the training, 1) the curriculum must be approved by HRD and 2) the core components of the diversity curriculum developed by OWLD must be incorporate in your training).*

Please attach a copy of your recruitment strategy to this plan.

The above goals will be communicated to the Civil Rights Officer, Human Resources Director and Senior Managers within one week of approval of this plan by HRD. We agree in principal to work together to achieve the goals of the agency.

The above goals will be communicated to all my agency's managers and addressed in their FY2002 MPRS forms within one month of approval of this plan by HRD.

The above goals will be communicated (via circulation or posting of the goals or through an all staff meeting) to each agency employee by _____ date.

To facilitate the attainment of diversity, I have reviewed and ensured the implementation of the following policies within my agency:

- Executive Order 227 on Affirmative Action and Equal Employment Opportunity
 - Family Friendly policies and benefits as issued by HRD, through the Red Book and collective bargaining contracts.
 - Alternative Work Options as issued by HRD on January 27, 2000 and August 1, 2000 and related materials
 - Executive Order 390 on Minority and Women's Business Enterprise Procurements
 - The Commonwealth's Domestic Violence Policy issued by HRD on October 6, 1997, and related training
 - The Commonwealth's Sexual Harassment Policy issued by HRD on July 23, 1997, and related training
 - Executive Order 246 on Affirmative Action for people with disabilities
- Submitted by:

Signature of Agency Head

Date

Approved by:

Signature of Cabinet Secretary/Division Director

Date

Signature of Personnel Administrator/or designee

Date